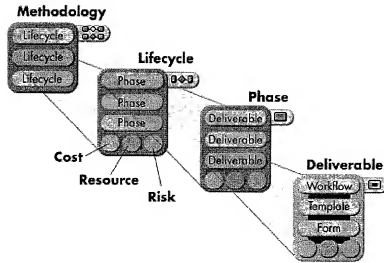
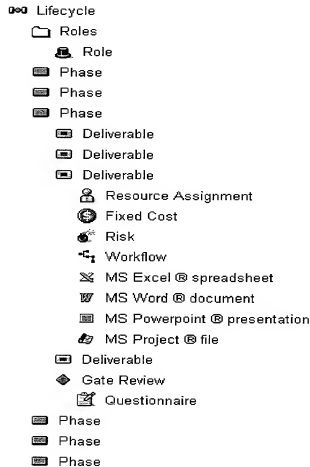


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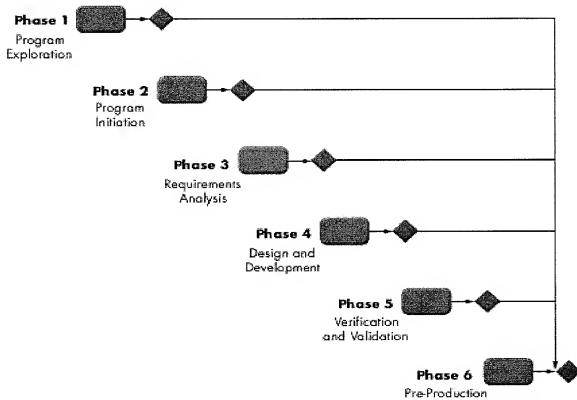
**FIGURE 1. - EXAMPLE OBJECTS**



**FIGURE 2. EXAMPLE LIF**

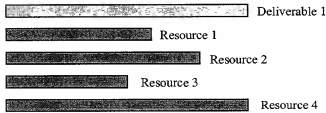
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**ECYCLEBUILDING BLOCKS**

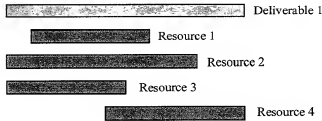


**FIGURE 3. SIX-PHASE LIFECYCLE EXAMPLE – SASHIMI**

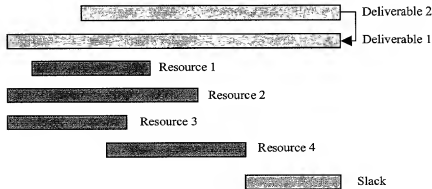
3/31



**Example 1:** Deliverable 1 has no relationships with other Deliverables (either in the same Phase or other Phases of the Lifecycle). All Resources start as soon as the Deliverable is started. The duration of Deliverable 1 is set by the Deliverable Resource with the longest duration.



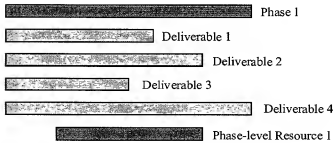
**Example 2:** Deliverable 1 has no relationships with other Deliverables (either in the same Phase or other Phases of the Lifecycle). Some Resources have start dates different to the Deliverable start date. The duration of Deliverable 1 is set by the Resource with the latest Finish Date.



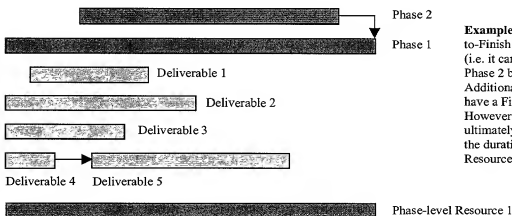
**Example 3:** Deliverable 1 has a Finish-to-Finish relationship with Deliverable 2 (i.e. it cannot be completed without Deliverable 2 being completed), causing slack in the schedule.

**FIGURE 4A. SCHEDULING EXAMPLES**

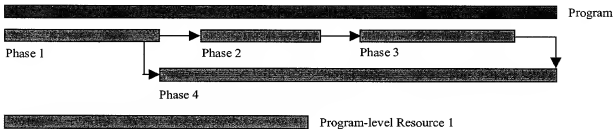
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**Example 4:** Phase 1 has no relationships with other Phases in the Lifecycle. Similarly none of its Deliverables have relationships (all Deliverables can therefore start as soon as the Phase is started). The duration of Phase 1 is set by the Deliverable with the longest duration.



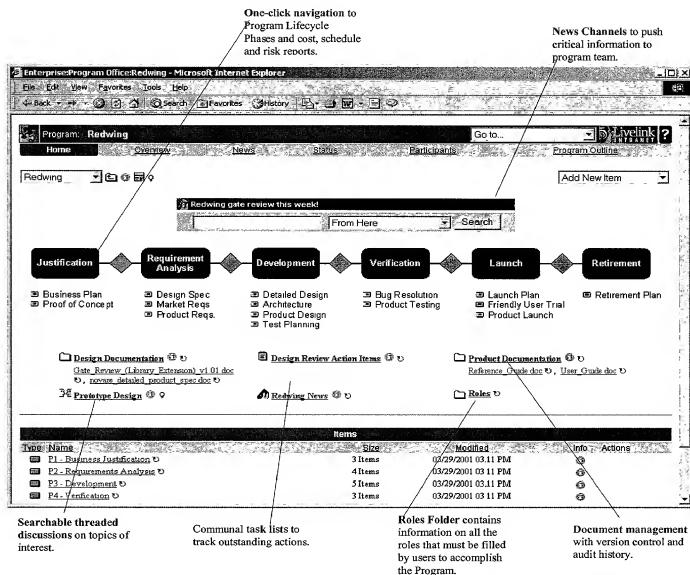
**Example 5:** Phase 1 has a Finish-to-Finish relationship with Phase 2 (i.e. it cannot be completed without Phase 2 being completed). Additionally Deliverables 4 and 5 have a Finish-to-Start relationship. However Phase 1's duration is ultimately dictated in this case by the duration of the only Phase-level Resource.



**Example 6:** Phase 4 has a Finish-to-Finish relationship with Phase 1 (i.e. it cannot be started until Phase 1 is complete). Phase 4 also has a Finish-to-Finish relationship with Phase 3 (i.e. it cannot be completed until Phase 3 is complete). Phases 1, 2, and 3 occur in sequence due to Finish-to-Start relationships. The Program duration in this example corresponds to the finish date of Phase 4.

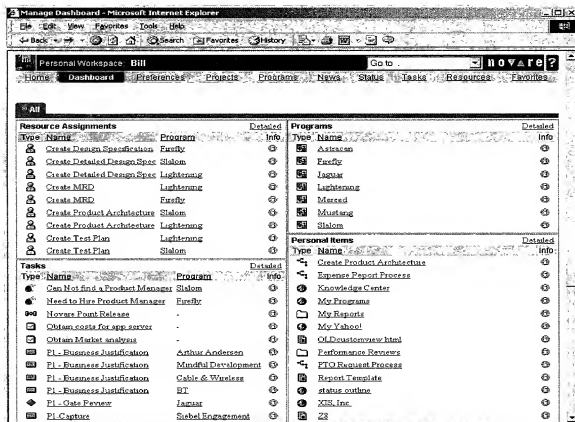
**FIGURE 4B. SCHEDULING EXAMPLES**

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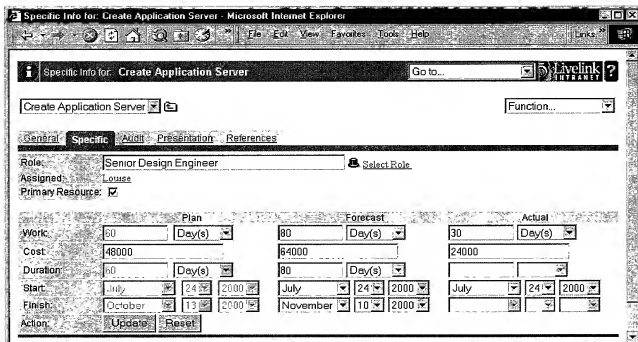


**FIGURE 5. PROGRAM WORKSPACE SHOWING A LIFECYCLE**

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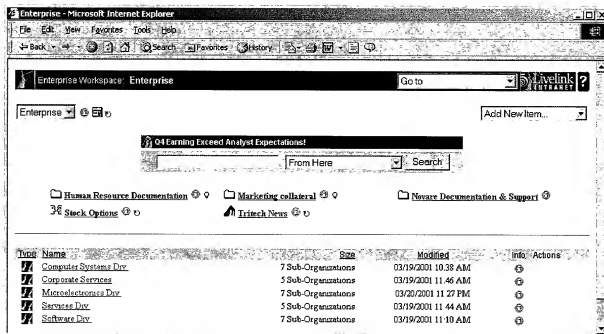


**FIGURE 6. PERSONAL WORKSPACE DASHBOARD**

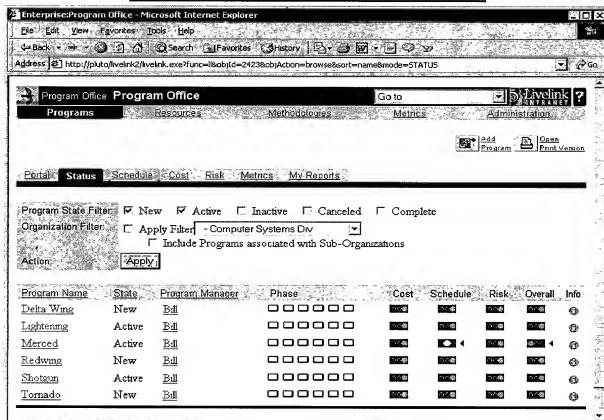


**FIGURE 7. RESOURCE ASSIGNMENT**

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**FIGURE 8. ENTERPRISE WORKSPACE**



**FIGURE 9. PROGRAM OFFICE**

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**Add Program - Microsoft Internet Explorer**

Go File Edit View Go Communicator Help

Address http://jil.kia.com/jilweb/2/links.asp?func=SelectProgram&id=2423&extURL=/%2Findex2%2Findex2%2F...&extURL=...

**Add Program** Go to Livelink ?

**1 - General Program Information:**

Program Name:  Axiot

Program Manager:  Parker,Bill

Program Sponsor:  Parker,Bill

Organization:  Engineering Dept

Description:

Mission:

**2 - Program Classification:**

Type	Name	Value
<input type="radio"/>	Division	Computer Systems
<input type="radio"/>	Market Segment	Fulfillment, Logistics & Distribution
<input type="radio"/>	Product Line	Workgroup Server
<input type="radio"/>	Product Type	Evolutionary
<input type="radio"/>	Program Type	Not Applicable
<input type="radio"/>	Technology Platform	Breakthrough
<input type="radio"/>		Maintenance

**FIGURE 10. CREATING A NEW PROGRAM**

**Add Program - Netscape**

Go File Edit View Go Communicator Help

Address http://jil.kia.com/jilweb/2/links.asp?func=SelectProgram&id=2423&extURL=/%2Findex2%2Findex2%2F...&extURL=...

**Add Program** Go to Livelink ?

**3 - Lifecycle Selection:**

Type	Name	Description	Select
<input type="radio"/>	Classic Waterfall	The Classic Waterfall Lifecycle is the most common product lifecycle, serving as the basis for many other lifecycle models. In the Classic Waterfall lifecycle, the program progresses through an orderly sequence of phases and is largely documentation-driven.	<input type="radio"/>
<input type="radio"/>	Sashimi	The Sashimi Lifecycle is a variation on the Classic Waterfall allowing for phases to overlap. Rather than complete each phase prior to starting the next (the approach of the Classic Waterfall Lifecycle), the Sashimi Lifecycle allows any phase to be started at any point in the program lifecycle.	<input type="radio"/>

Action:

Document Date

**FIGURE 11. SELECTING THE PROGRAM LIFECYCLE**



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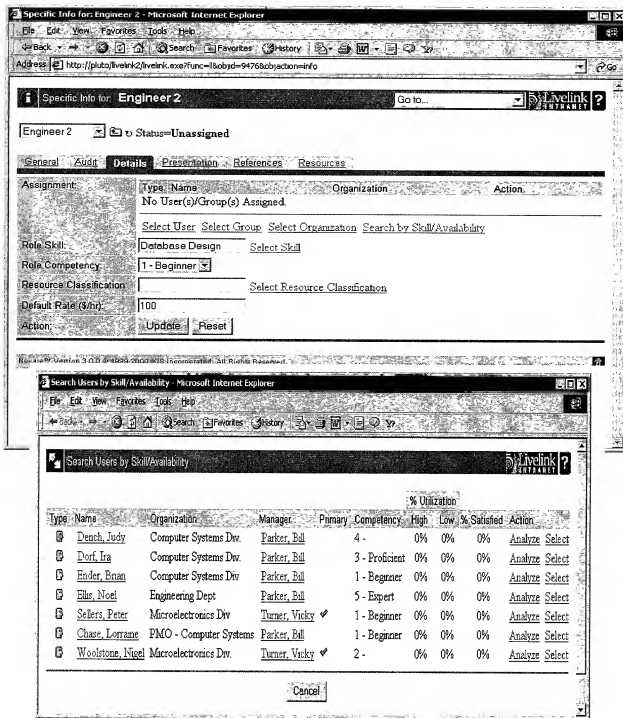
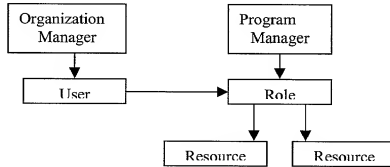
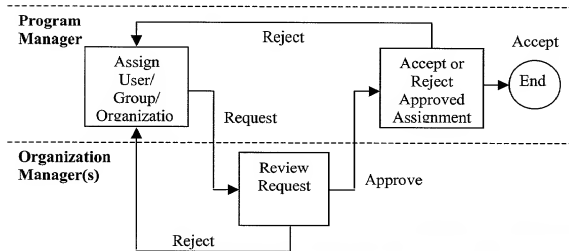


FIGURE 12.

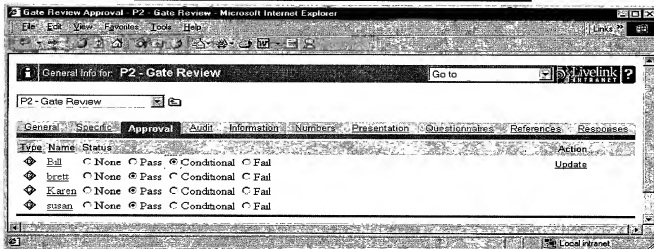
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**FIGURE 13. ROLES AND RESOURCES**



**FIGURE 14. ROLE ASSIGNMENT PROCESS**



**FIGURE 19. GATE REVIEW APPROVAL SCREEN**

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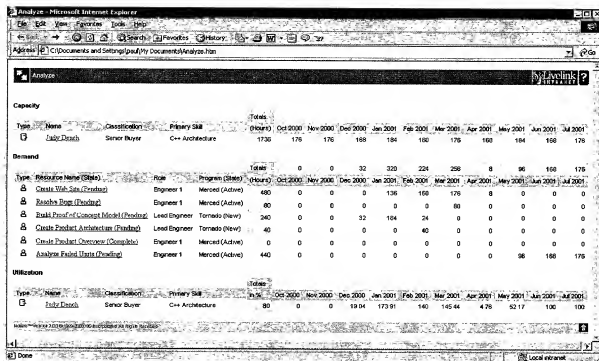


FIGURE 15. ANALYZING THE IMPACT OF A ROLE ASSIGNMENT

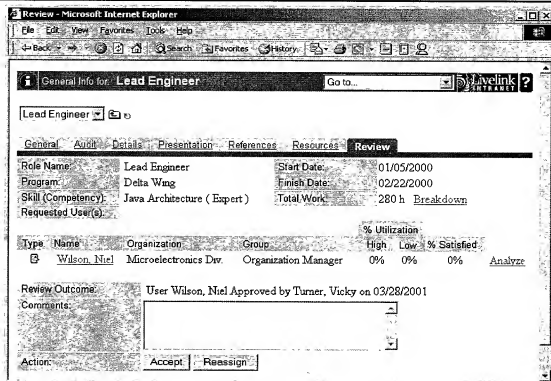


FIGURE 16. PROGRAM MANAGER'S ROLE REVIEW SCREEN

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Type	Name	Question	Response	Confidence
<input checked="" type="checkbox"/>	Clarity of Product Specifications	How well defined are the product specifications in terms of clarity of requirements?	5 - Very clear	40
<input checked="" type="checkbox"/>	Competitive Advantage	What type of competitive advantage exists for the product in the target market(s)?	5 - Long-term advantage	70
<input checked="" type="checkbox"/>	Degree of Competition	What is the level of competition in the product's target market (s)?	3 - Moderate competition	70
<input checked="" type="checkbox"/>	Established Customer Base	How well does the product leverage the company's existing customer base?	1 - No leverage	70
<input checked="" type="checkbox"/>	Established Sales and Distribution Channels	How well established are the sales and distribution channels for this type of product?	5 - Established channels	80
<input checked="" type="checkbox"/>	Experienced Marketing Organization	How experienced is the marketing organization with this type of product(s)?	5 - Very familiar	80
<input checked="" type="checkbox"/>	Fit with Product Portfolio	How well does the product fit with the company's current product portfolio?	1 - No Synergy	40
<input checked="" type="checkbox"/>	High Product Quality	How does the new product's quality compare to competing products?	5 - Superior Quality	90

**FIGURE 17. GATE REVIEW QUESTIONNAIRE**

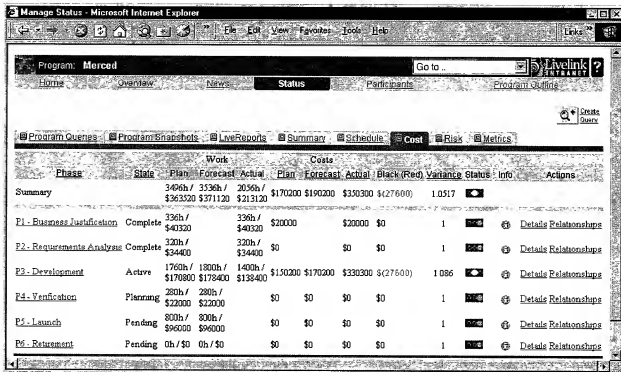
Type	Name	Value	Confidence	Info
<input checked="" type="checkbox"/>	Expected Commercial Value (ECV)	\$ <input type="text"/>	0	0
<input checked="" type="checkbox"/>	Internal Rate of Return (IRR)	% <input type="text"/>	0	0
<input checked="" type="checkbox"/>	Net Present Value (NPV)	\$ <input type="text"/>	0	0
<input checked="" type="checkbox"/>	Payback Index	<input type="text"/>	0	0
<input checked="" type="checkbox"/>	Return on Investment (ROI)	% <input type="text"/>	0	0

Action:

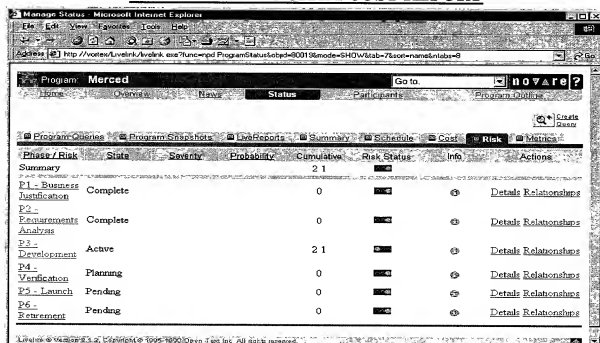
**FIGURE 18. ENTERING METRIC VALUES**



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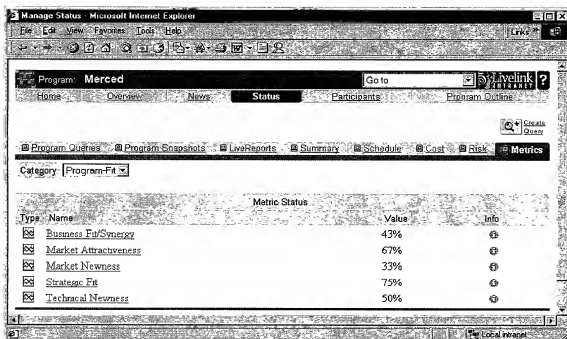


**FIGURE 21. PROGRAM COST REPORT**

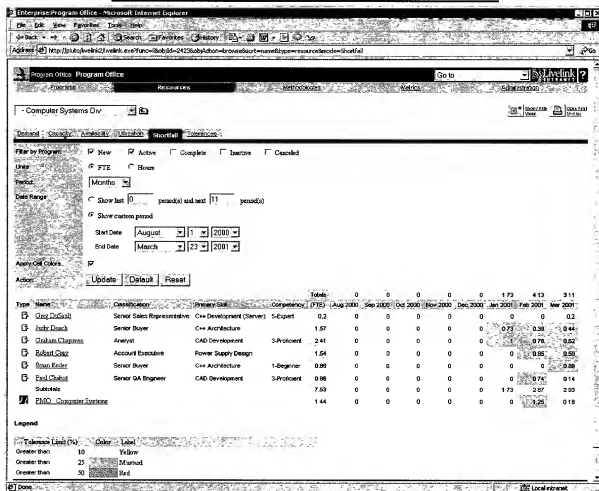


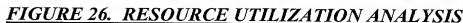
**FIGURE 22. PROGRAM RISK REPORT**

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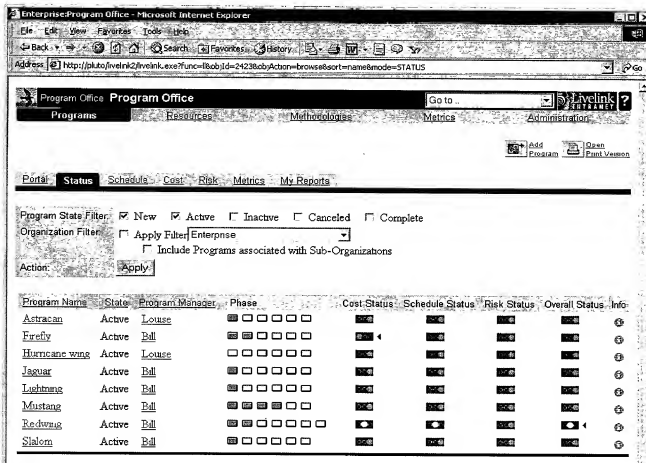
**FIGURE 23. PROGRAM METRICS REPORT**







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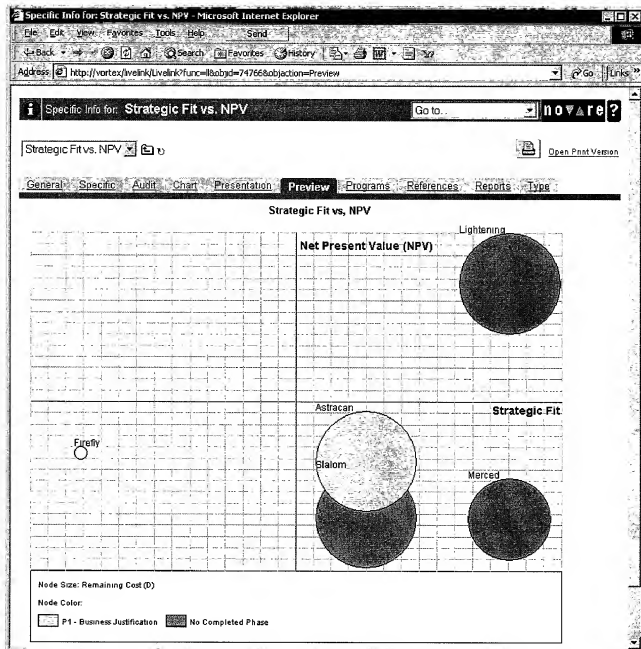
**FIGURE 27. PORTFOLIO DASHBOARD SHOWING PROGRAM STATUS**

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Gate Review Information: P1 - Gate Review - Microsoft Internet Explorer			
File Edit View Favorites Tools Help			
Go Back Forward Stop Search Favorites History			
General Info for: P1 - Gate Review Go to: novare?			
P1 - Gate Review			
General Specific Approval Audit Information Numbers Presentation Questionnaires References Responses			
Deliverable Status			
Type	Name	Required	Percent Complete
<input checked="" type="checkbox"/>	pl42 - Business Plan	Optional	100
<input checked="" type="checkbox"/>	pl43 - Proof of Concept	Optional	100
Metric Status			
Type	Name	Value	Info
<input checked="" type="checkbox"/>	Business Fit/Synergy	68%	Ⓢ
<input checked="" type="checkbox"/>	Commercial Risk	38%	Ⓢ
<input checked="" type="checkbox"/>	Cost	\$363,520	Ⓢ
<input checked="" type="checkbox"/>	Cost To Date	\$40,320	Ⓢ
<input checked="" type="checkbox"/>	Current Date	03/29/2001	Ⓢ
<input checked="" type="checkbox"/>	ECV/D Ratio	18.41	Ⓢ
<input checked="" type="checkbox"/>	Expected Commercial Value (ECV)	\$5,950,000	Ⓢ
<input checked="" type="checkbox"/>	Forecast Finish	11/28/2000	Ⓢ
<input checked="" type="checkbox"/>	Internal Rate of Return (IRR)	20%	Ⓢ
<input checked="" type="checkbox"/>	Market Attractiveness	56%	Ⓢ
<input checked="" type="checkbox"/>	Market Newness	50%	Ⓢ
<input checked="" type="checkbox"/>	Net Present Value (NPV)	\$1,246,300	Ⓢ
<input checked="" type="checkbox"/>	NPV/D Ratio	3.86	Ⓢ
<input checked="" type="checkbox"/>	Overall Probability of Success	46.5%	Ⓢ
<input checked="" type="checkbox"/>	Overall Risk	53.5%	Ⓢ

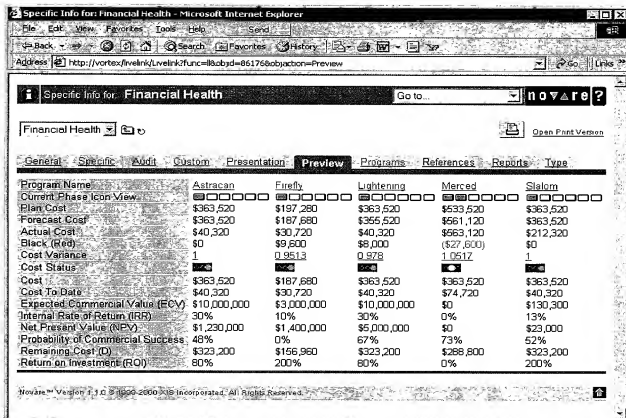
**FIGURE 28. GATE REVIEW ATTRACTIVENESS METRICS INFORMATION SUMMARY**

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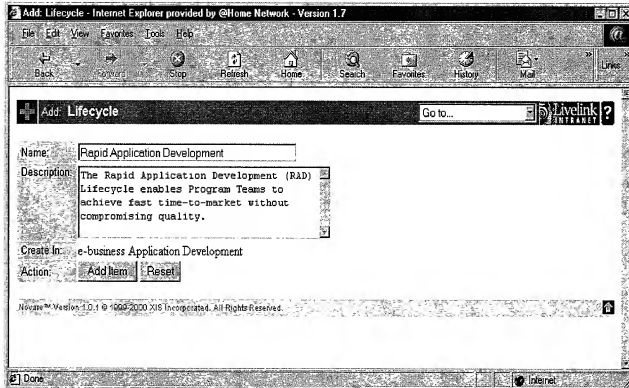


**FIGURE 29. BUBBLE CHART REPORT**

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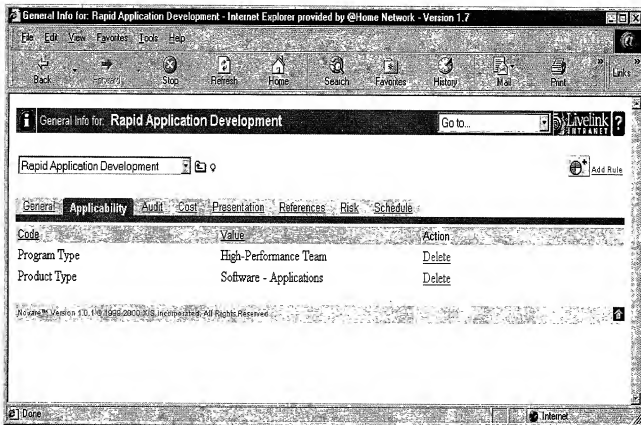


**FIGURE 30. – CUSTOM FINANCIAL HEALTH REPORT**

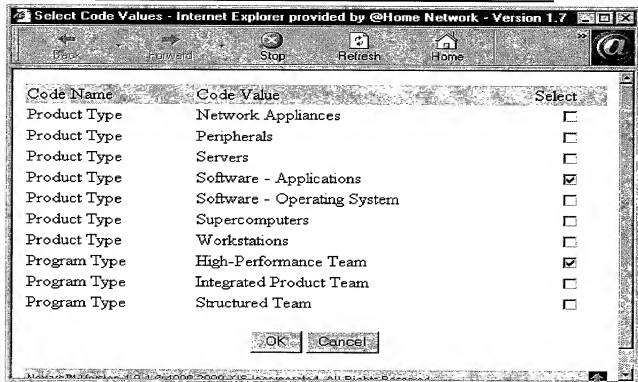


**FIGURE 31. ADDING A NEW LIFECYCLE**

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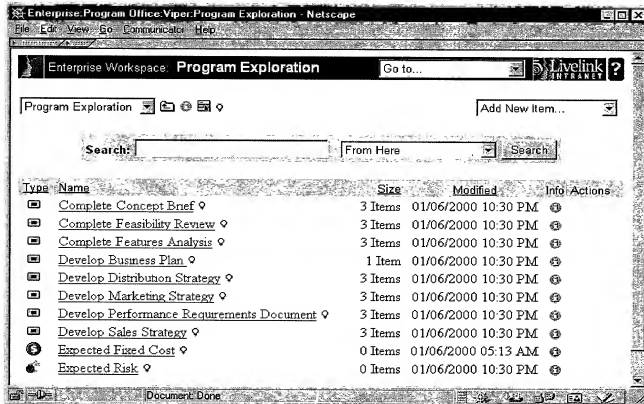


**FIGURE 32A. LIFECYCLE APPLICABILITY RULES**

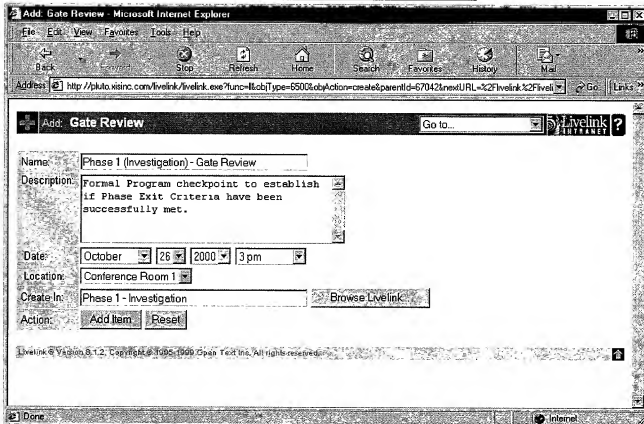


**FIGURE 32B. LIFECYCLE APPLICABILITY RULES**

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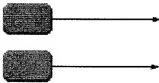


**FIGURE 33. - PHASE CONTENTS**



**FIGURE 34. - CREATING A GATE REVIEW**

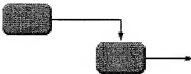
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**None** - No defined relationships. Can occur in parallel.

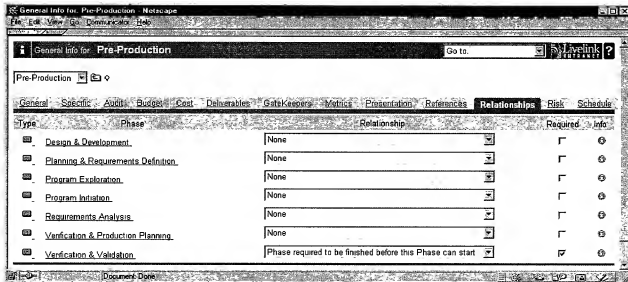


**Finish to Start** - Must be completed before the next can start.



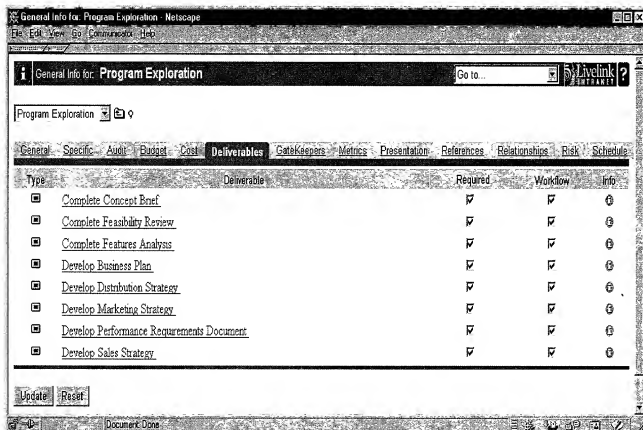
**Finish to Finish** - Must be completed before the next can finish.

**FIGURE 35. - RELATIONSHIPS FOR PHASES/DELIVERABLES**

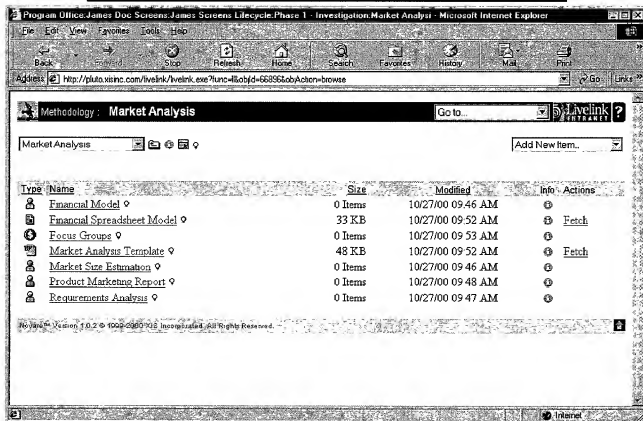


**FIGURE 36. - DEFINING PHASE RELATIONSHIPS**

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**FIGURE 37. PHASE DELIVERABLES INFORMATION**



**FIGURE 38. DELIVERABLE CONTENTS**





**Figure 1**

[illegible]

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**Add: Role - Microsoft Internet Explorer**

File Edit View Favorites Tools Help

Back Forward Stop Refresh Home Search Favorites History Mail Links

Address http://pluto/livelink2/livelink.exe?func=ll&objType=50648&objAction=create&parentId=6551&n

**Add: Role** Go to... Livelink ?

Name: New Role

Role Skill: C++ Development (U) Select Skill

Role Competency: 1 - Beginner

Resource Classification: Engineering Manager Select Resource Classification

Default Rate (\$/hr): 0

Description:

Action: Add Item Reset

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**FIGURE 41. CREATING A NEW ROLE**

**Add: Resource - Microsoft Internet Explorer**

File Edit View Favorites Tools Help

Back Forward Stop Refresh Home Search Favorites History Mail Links

Address http://pluto.xisc.com/livelink/livelink.exe

**Add: Resource** Go to... Livelink ?

Name: Market Analysis

Role: Market Analyst Select Role

Work: 5 Day(s)

Duration: 10 Day(s)

Start: November 2 2000

Finish: November 15 2000

Description: Perform market analysis to determine the market feasibility of the new product.

Create In: Phase 1 - Investigation

Action: Add Item Reset

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Done Internet

**FIGURE 42. CREATING A NEW RESOURCE**

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**Add Risk** Microsoft Internet Explorer

Address: <http://pluto.xisinc.com/livelink/livelink.exe?func=ll&objType=30706&objAction=create&parentId=66096&nextURL=>

**Add Risk** Go to...

Name:

Description:

Responsible Role:  [Select Role](#)

Type:  [Select Role](#)

Category:

Probability:

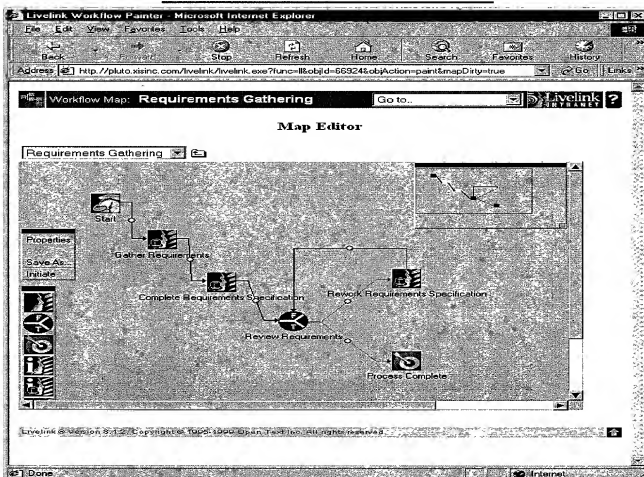
Severity:

Update:

Create In:  [Browse Livelink](#)

Action:

**FIGURE 43. CREATING A NEW RISK**



**FIGURE 44. – ROLES-BASED WORKFLOW**

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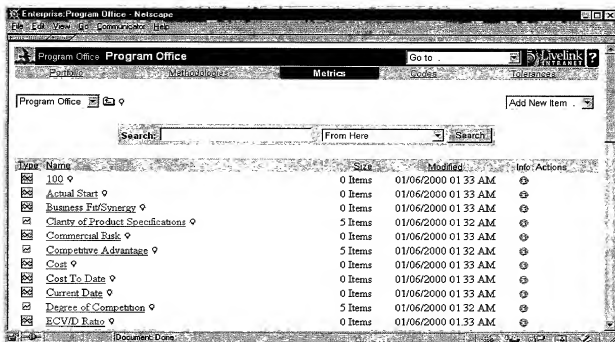


FIGURE 45. PROGRAM OFFICE METRICS LIBRARY

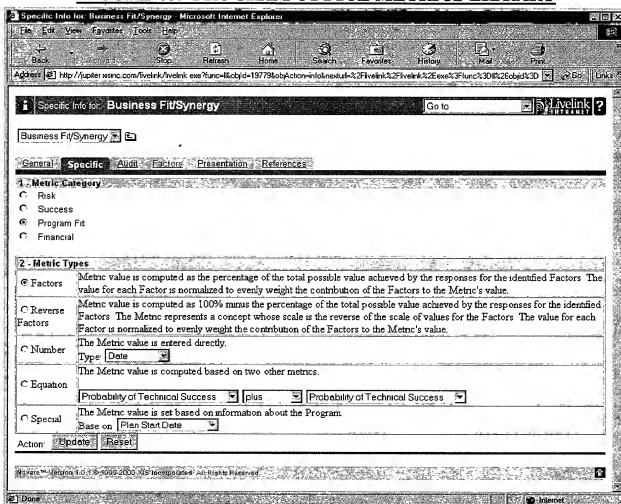


FIGURE 46. DEFINING THE METRIC TYPE

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**Add Factor - Microsoft Internet Explorer**

File Edit View Favorites Tools Help

Back Forward Stop Refresh Home Search Favorites History Mail Print

Address http://livelink.smc.com/livelink.exe?func=AddFactor&parentID=1887&newURL=422&livelink=22&livelink=3

**Add Factor** Go to Livelink?

Name:

Description:

Question:

Create in:

Action:

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Done Internet

**FIGURE 47. CREATING A NEW FACTOR**

**Specific Info for: Clarity of Product Specifications - Microsoft Internet Explorer**

File Edit View Favorites Tools Help

Back Forward Stop Refresh Home Search Favorites History Mail Print

Address http://livelink.smc.com/livelink.exe?func=2530&newURL=25301867&2526&livelink=2530&livelink=3

**Specific Info for: Clarity of Product Specifications** Go to Livelink?

Clarity of Product Specifications

General Specific Audit References Values

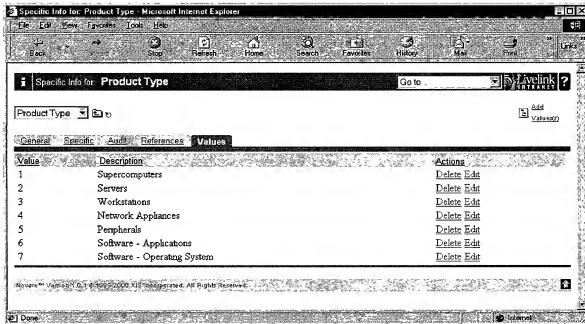
Value	Description	Actions
1	Product specifications remain unclear	Delete Edit
2	None	Delete Edit
3	Product specifications are clear	Delete Edit
4	None	Delete Edit
5	Exact product specification are clear and well understood	Delete Edit

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Done Internet

**FIGURE 48. DEFINING FACTOR VALUES**

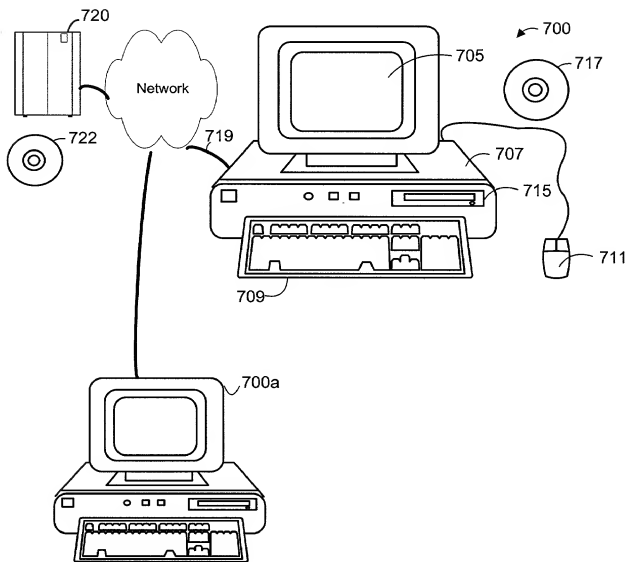
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**FIGURE 49. CODE'S VALUE SET**

2025-10-14 04:15:02

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**FIGURE 50.**